

# Action Plan for Gender, Diversity and Inclusion in CGIAR's Workplaces

Principles, Key Objectives, Performance  
Benchmarks and Targets

2-year period: 2020 - 2021

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## I. Introduction

1. This document sets forth an action plan ("**Action Plan**") in support of the implementation of the *Framework for Gender, Diversity and Inclusion in CGIAR's Workplaces* ("**Framework**") over the 2-year period 2020 – 2021. This Action Plan is ambitious and substantial, and demonstrates the CGIAR System's significant shared commitment to advancing gender, diversity and inclusion (GDI) in CGIAR's workplaces.
2. **Section 2** provides a **high-level summary of the Action Plan**, setting forth the key targets at the end of 2021 and 2022 to measure CGIAR Entities' progress towards achieving the objectives set out in the Framework. It also sets forth the **required financial investment** to deliver on each commitment set out in the Framework.
3. **Section 3** provides a more **detailed version of the Action Plan to help guide implementation**. In addition to providing detailed targets for 2020 and 2021, which are specific, measurable, achievable, relevant, and timely (SMART), it outlines best practice benchmarks to facilitate the measurement of progress in consistent manner across CGIAR. A CGIAR System **Senior Advisor, Gender, Diversity and Inclusion** will support CGIAR Entities in their journey towards attainment of the Action Plan's key objectives, by providing guidance, training and tools to the Human Resources Community of Practice and other relevant stakeholders, and preparing reports to the System Management Board and the System Council as appropriate.
4. As the ambitious targets of the Action Plan are being set in a time of potential significant System-wide change, consideration of the Action Plan and its progress will be made **every six months** to incorporate new System developments.
5. While this Action Plan is for a two-year period, it is recognized that the journey towards attainment of the shared Gender, Diversity and Inclusion vision will be an ongoing body of work, requiring **long term efforts and sustainable investment** in order to enable impactful results over time.
6. Certain terms and concepts used in this document are defined in **Appendix 1** to ensure a shared understanding across the System.

## II. High Level Summary of Action Plan and Required Financial Investment

1. The high-level summary of the Action Plan on the next pages sets forth, for each of the five commitment areas, the key objectives as set forth in Appendix 3 of the Framework and the corresponding **key end-2021 and end-2022 targets**, as well as the approximate **financial investment** that will be required to support the delivery of such key objectives over 2020 and 2021. The total investment required amounts to approximately **USD 750,000 per year** or approximately USD 1,500,000 for both 2020 and 2021.
2. This investment will enable the appointment, anticipated to begin in January 2020, of a CGIAR System **Senior Advisor, Gender, Diversity and Inclusion** who will directly support CGIAR Entities by providing **guidance, training and tools** to the Human Resources Community of Practice and other relevant stakeholders, and prepare reports to the System Management Board and the System Council as appropriate. The Advisor will guide CGIAR Entities in their implementation of best practices according to their local context and a portion of the investment will be used to create **implementation capacity** directly benefiting CGIAR Entities.
3. This investment will also enable the development of a Gender, Diversity and Inclusion **Knowledge Platform** developed as a One-Stop Shop to house standard templates, toolkits, best practice guidance notes, knowledge products and lessons learned. A CGIAR diversity outreach portal will be created, with a social media presence and a range of outreach products, including shared candidate rosters and databases, to support CGIAR Entities in sourcing for diverse talent.
4. Recognizing the different CGIAR Entity contextual realities, a GDI Scorecard will be developed to track CGIAR Entities progress against targets and a range of activities will promote engagement and recognize achievement. CGIAR Entities will journey together towards achieving the best practice benchmarks over multiple years, at varying paces, depending on the starting point of their current context. This recognition of different Entity contexts also extends to the commitment to LGBTQIA+ workplace rights and the need for cultural and contextual sensitivity in all actions. In all matters, the dignity, privacy and safety of staff remain paramount and the ultimate goal is the creation of enabling and inclusive environments.
5. **Although investment in Gender, Diversity and Inclusion will need to be sustained in the long term** to enable impactful results over time, it is anticipated that the level of financial investment required will decrease, following the initial investment in baseline/foundation products and capacity building over the first few years.

## ACTION PLAN SUMMARY • 2020-2021

WE COMMIT

1



FOSTERING DIVERSITY &amp; INCLUSION

2020-2021 investment  
USD 500,000

2



PROVIDING FAIR, SAFE &amp; INCLUSIVE WORKPLACES

2020-2021 investment  
USD 100,000

## FOCUS AREAS

## KEY OBJECTIVES

## BY END-2020

## BY END-2021

DIVERSE STAKEHOLDER ENGAGEMENT	1.1	Workforce engagement, an inclusive workplace culture and gender, diversity and inclusion (Gender, Diversity & Inclusion) in CGIAR's workplaces are consciously connected	a. Common Gender, Diversity & Inclusion survey elements & formats b. CGIAR Gender, Diversity & Inclusion online Scorecard tracks & shares progress	CGIAR Gender, Diversity & Inclusion report shares progress and plans for future
DIVERSITY DEMOGRAPHICS	1.2	A range of diversity demographics are identified for cross-System reporting and targets are adopted	a. Shared CGIAR definition of staffing categories & diversity dimensions b. Online tool enables efficient Gender, Diversity & Inclusion data collection c. CGIAR attains at least 35% representation of women in professional roles	a. CGIAR Gender, Diversity & Inclusion baseline data available & suite of diversity targets set b. CGIAR collectively attains at least 40% representation of women in professional roles
DIMENSIONS OF DIVERSITY	1.3	Open, voluntary platforms are created where staff can gather in communities to share common interests, concerns and support.	a. Pioneering Employee Resource Groups launched and engaged in onboarding & outreach	Employee Resource Groups impact tracked on Gender, Diversity & Inclusion Scorecard
TALENT MANAGEMENT * Recruitment * Development * Advancement & Retention	1.4	Targeted, collaborative sourcing and outreach increases diversity in applicant pools	a. Suite of Best Practice diversity-sensitive recruitment tools, templates & training b. Shared open-call candidate rosters c. System-wide vendor agreements and labour market branding	a. CGIAR diversity outreach/recruitment portal b. Impact of shared sourcing tracked on Gender, Diversity & Inclusion Scorecard
	1.5	Selection processes and decisions are diversity-aware and support diversity targets	Suite of Best Practice diversity-positive selection tools, templates, process & training, including on unconscious bias	CGIAR Gender, Diversity & Inclusion awards publicly recognize achievement
	1.6	Gender, Diversity & Inclusion are embedded into learning and development strategies	a. Best Practice Gender, Diversity & Inclusion Orientation Toolkit & System-wide training on inclusive leadership	Impact of Gender, Diversity & Inclusion-related learning & development shared
	1.7	Retention, advancement and attrition are tracked with a Gender, Diversity & Inclusion lens	a. Best Practice Gender, Diversity & Inclusion Toolkit on exit interviews b. Shared mechanism to track diversity dimensions on tenure, advancement, promotion & turnover	System-wide learnings shared
FAIR, SAFE AND INCLUSIVE WORKPLACES	2.1	Standards of conduct are clear, and in line with our shared values. A respectful culture is consciously developed	a. Shared CGIAR Code of Conduct b. Shared flexible working arrangements c. Commitment to LGBTQIA+ workplace* rights in contextually sensitive manner	CGIAR culture assessed as healthy, safe and fair
PAY PARITY	2.2	Pay parity is monitored and addressed	CGIAR pay parity analysed & steps initiated to address unconscious biases	Pay parity fully addressed & modifications address unconscious biases

\* For further information please see point 4 on page 3 of this Action Plan



## ACTION PLAN SUMMARY • 2020-2021



## WE COMMIT

3



RAISING GENDER EQUITY, DIVERSITY AND INCLUSION AWARENESS AND REDUCING BIAS, INCLUDING UNCONSCIOUS BIAS, IN THE WORKPLACE

2020-2021 investment  
USD 350,000

4



ACCOUNTABILITY ON WORKPLACE GENDER EQUITY, DIVERSITY & INCLUSION ADVANCEMENT

2020-2021 investment  
USD 350,000

5



PROGRESSING IN PARTNERSHIP

2020-2021 investment  
USD 200,000

## FOCUS AREAS

## KEY OBJECTIVES

## BY END-2020

## BY END-2021

ARCHITECTURE	3.1	Gender, Diversity & Inclusion leadership and Community of Practice are in place	Gender, Diversity & Inclusion System leader supports Entity-level Gender, Diversity & Inclusion focal points in a community of practice	Gender, Diversity & Inclusion architecture is visible and delivering impact
LEADERSHIP	3.2	Leadership on workplace Gender, Diversity & Inclusion is expected behavior for all staff, especially CGIAR senior staff and Board Members	Best Practice Inclusive Leadership toolkit & mechanisms to recognize and reward Gender, Diversity & Inclusion action and advocacy	CGIAR Annual Gender, Diversity & Inclusion awards launched
KNOWLEDGE, LEARNING AND COMMUNICATION	3.3	Gender, Diversity & Inclusion are integrated into cross-System learning and advances the organization's strategy	a. CGIAR Gender, Diversity & Inclusion Knowledge Platform launched b. Gender, Diversity & Inclusion-specific courses piloted	a. CGIAR Gender, Diversity & Inclusion learning programs delivering impact b. CGIAR Knowledge Platform actively used
	3.4	Gender, Diversity & Inclusion communication is frequent, ongoing, innovative, and contributes to an enhanced CGIAR reputation	a. Gender, Diversity & Inclusion focus in CGIAR publications b. Shared diversity-inclusive language	Commitment to Gender, Diversity & Inclusion evident in CGIAR external communications
STRATEGY, POLICY & ACTION	4.1	Gender, Diversity & Inclusion are firmly embedded into CGIAR Entities' strategy and planning	All Entities have a Gender, Diversity & Inclusion strategy and action plan & contribute data to online CGIAR Gender, Diversity & Inclusion Scorecard	Gender, Diversity & Inclusion Scorecard tracks and shares System-wide progress
DIVERSITY POSITIVE PERFORMANCE MANAGEMENT	4.2	Gender, Diversity & Inclusion are shared CGIAR values and staff competencies	Best Practice diversity-positive performance mgmt tools, templates & training	Gender, Diversity & Inclusion embedded into CGIAR core values, competencies and performance management approaches
ENTITY EVALUATION FUNCTIONS	4.3	Gender, Diversity & Inclusion are a standard component in CGIAR evaluation programs	Alignment with CGIAR Gender Research Platform	Entity plan for Gender, Diversity & Inclusion workplace evaluations
AUDIT	4.4	Gender, Diversity & Inclusion are a standard component of CGIAR audit programs	Gender, Diversity & Inclusion becomes part of audit plans	Gender, Diversity & Inclusion audit results in Gender, Diversity & Inclusion Scorecard as basis for system-wide learning
PARTNERING FOR Gender, Diversity & Inclusion COHERENCE	5.1	CGIAR Entities actively contribute to System-wide coordination mechanisms on gender, diversity and inclusion	First annual Gender, Diversity & Inclusion COP meeting taken place	CGIAR workplace Gender, Diversity & Inclusion progress report Next phase CGIAR Gender, Diversity & Inclusion work planned
	5.2	CGIAR Entities seek international recognition for gender, diversity and inclusion progress made	Opportunities identified for international Gender, Diversity & Inclusion recognition	Pilot programs reveal lessons learned
SUPPLIER DIVERSITY & COMMUNITY ENGAGEMENT	5.3	Procurement of goods and services is aligned with the diversity mandate	Opportunities identified for diversity-positive procurement	CGIAR suppliers reflect increases in key diversity dimensions
	5.4	CGIAR Entities support scholarship and internship programs for underrepresented groups	Shared scholarship and internship programs	Gender, Diversity & Inclusion lens applied to CGIAR scholarship and internship programs
MEASUREMENT	5.5	Gender, Diversity & Inclusion measurement promotes accountability	Progress on reaching Gender, Diversity & Inclusion vision and targets reported publicly	CGIAR Entities demonstrate significant annual improvements in meeting Gender, Diversity & Inclusion targets

### III. Detailed Action Plan to Guide Implementation

#### Principle 1: We commit to fostering diversity and inclusion

##### Focus Area: Diverse Stakeholder Engagement

Key Objectives	Best Practice Benchmarks	Targets		
<b>1.1 Workforce engagement, an inclusive workplace culture and GDI in CGIAR's workplaces are consciously connected</b>	1.1.1 Workforce engagement surveys include a qualitative and quantitative GDI focus.	<b>By mid-2020</b> , CGIAR Entities agree on:	<b>By end-2020:</b>	<b>By end-2021:</b>
	1.1.2 Annual GDI assessments, focus groups and cultural audits inform GDI strategy and action planning.  1.1.3 Multi-stakeholder, multi-level feedback for managers incorporates a GDI lens.	a. Common GDI questions for use in Engagement Surveys b. Common formats for GDI surveys c. The format of an engagement component of an online CGIAR GDI Scorecard, where CGIAR Entities can share progress for transparency	a. Common shared GDI surveys are used b. Results from CGIAR Entity engagement and surveys are available on the CGIAR GDI Scorecard, parsed by gender and other diversity dimensions	GDI report will share cross-System progress on key engagement and inclusion points to support future planning

**Principle 1: We commit to fostering diversity and inclusion**  
Focus Area: Diversity demographics

Key Objectives	Best Practice Benchmarks	Targets		
<b>1.2 A range of diversity demographics are identified for cross-System reporting and targets are adopted</b>	<p>1.2.1 Cross-System diversity targets for each diversity dimension are set and incorporated into CGIAR Entities' GDI strategy and action plans.</p> <p>1.2.2 Attainment of diversity targets is linked to management performance expectations and compensation.</p>	<b>By mid-2020</b> , CGIAR Entities have, reached agreement on:	<b>By end-2020:</b>	<b>By end-2021:</b>
		<ul style="list-style-type: none"> <li>a. Standard descriptions of staffing categories (e.g.: Professional Staff) against which CGIAR Entities can map gender representation to ensure accurate cross-System reporting</li> <li>b. The additional diversity dimensions for which cross-System data will be collected</li> <li>c. The mechanism to enable efficient data collection from CGIAR Entities on diversity demographics, recognizing the non-binary nature of gender</li> <li>d. The format of a Demographics component of an online CGIAR GDI Scorecard, where CGIAR Entities can share a nuanced picture of progress, recognizing the different Entity contextual realities</li> </ul>	<ul style="list-style-type: none"> <li>a. CGIAR Entities will have collectively attained at least 35% representation of women across the organisational hierarchy in professional roles (professional categories to be defined)</li> <li>b. The first data collection of additional diversity dimensions is completed and targets set for an inclusive workforce</li> </ul>	<ul style="list-style-type: none"> <li>a. CGIAR Entities will have collectively attained at least 40% representation of women in professional roles (professional categories to be defined) and proportionate diversity targets across the organisational hierarchy</li> <li>b. The first full picture of CGIAR cross-System GDI demographic progress is available to support the setting of System targets across a range of diversity dimensions</li> </ul>



**Principle 1: We commit to fostering diversity and inclusion**  
Focus Area: Dimensions of diversity

Key Objectives	Best Practice Benchmarks	Targets		
<b>1.3 Open, voluntary platforms are created where staff can gather in communities to share common interests, concerns and support</b>	<p>1.3.1 CGIAR Employee Resource Groups (ERGs) leverage existing platforms and networks to promote diversity, facilitate member networking, promote belonging, and provide voice to a diverse range of groups.</p> <p>1.3.2 ERGs serve as partners in advancing GDI knowledge bringing valued perspectives to the CGIAR's workplaces and to the substantive work of CGIAR (linked to Principle 3 to address biases)</p>	<b>By mid-2020</b> , CGIAR Entities have:	<b>By end-2020:</b>	<b>By end-2021:</b>
		<p>a. Consultation process completed which explores which ERGs to establish</p>	<p>a. A range of pioneering ERGs are launched, such as Women Scientists, People with Disabilities and Pride @ Work /LGBTIQA+, and other groups addressing diversity dimensions, in a manner that is culturally and contextually sensitive</p> <p>b. ERGs involved in the onboarding process and acting as outreach channels for diverse talent acquisition</p> <p>c. ERGs share activities and progress</p>	<p>Data on ERGs, their activities and their impact are available on the CGIAR GDI Scorecard; Growth of ERGs beyond initial launch</p> <p>A lessons-learned report guides CGIAR Entities on future ERG planning</p>

## Principle 1: We commit to fostering diversity and inclusion

### Focus Area: Talent Management (recruitment, development, advancement & retention)

Key Objectives	Best Practice Benchmarks	Targets		
<b>1.4 Targeted, collaborative sourcing and outreach increases diversity in applicant pools</b>	<p>1.4.1 Job design, job description, vacancy announcements and application processes are consciously constructed to be diversity-positive and avoid discrimination</p> <p>1.4.2 Progressive, strategic sourcing mechanisms are adopted</p> <p>1.4.3 CGIAR Entities collaborate to strengthen outreach approaches</p>	<b>By mid-2020</b> , CGIAR Entities have access to:	<b>By end-2020</b> , CGIAR Entities have agreed on:	<b>By end-2021:</b>
		<p>a. A CGIAR Best Practice Guidance Note on diversity-positive job design, job descriptions, vacancy announcements and application processes</p> <p>b. Diversity-sensitive recruitment materials to develop CGIAR's brand in segments of specific labour markets and access under represented potential candidates</p> <p>c. The economies of scale possible from System-wide negotiations with executive search firms, social media tools and labour brand developers</p>	<p>a. Shared candidate open-call rosters to support CGIAR Entities in sourcing for diverse talent.</p> <p>b. A sourcing component of an online GDI Scorecard, where CGIAR Entities share progress on the success of different outreach channels/mechanisms</p> <p>c. System-wide training on eliminating bias in job design, job descriptions, vacancy announcements and application processes</p>	<p>a. A CGIAR diversity outreach/recruitment portal exists with a social media presence and a range of outreach products, including rosters, to support CGIAR Entities in the spirit of One CGIAR</p> <p>b. A lessons-learned report guides CGIAR Entities on future outreach planning</p>

Key Objectives	Best Practice Benchmarks	Targets		
<b>1.5 Selection processes and decisions are diversity-aware and support diversity targets</b>	<p>1.5.1 Selection processes and panels are diversity-positive and potential bias is pro-actively mitigated</p> <p>1.5.2 Temporary Special Measures are used to accelerate workplace GDI advancement</p> <p>1.5.3 Attainment of diversity targets are recognized and rewarded</p>	<b>By mid-2020</b> , CGIAR Entities have access to:	<b>By end-2020</b> , CGIAR Entities will have:	<b>By end-2021:</b>
		<ul style="list-style-type: none"> <li>a. A CGIAR Best Practice Guidance Note on diversity-positive selection</li> <li>b. Cross-System training for interview panel members on eliminating selection bias</li> <li>c. The opportunity to pilot-test the use of assessment tools that can further mitigate the risk of bias</li> </ul>	A selection process that requires diverse shortlists, diversity-balanced interview panels and preferential decision-making in favour of candidates from under-represented diversity dimensions, where more than one candidate is suitable for appointment.	<ul style="list-style-type: none"> <li>a. GDI report shares cross-System progress against CGIAR diversity targets</li> <li>b. CGIAR GDI awards publicly recognize achievement at Entity and System levels (linked to Principle 3)</li> </ul>
<b>1.6 GDI are embedded into learning and development strategies</b>	<p>1.6.1 GDI training begins in onboarding, is reinforced throughout the employee life cycle, and available through multiple channels</p> <p>1.6.2 All leadership staff are provided with training on inclusive leadership</p> <p>1.6.3 High potential talent programs exist and contain individuals from underrepresented groups</p> <p>1.6.4 Formal and informal mentoring and coaching programs are harnessed to foster inclusion.</p>	<b>By mid-2020</b> , CGIAR Entities have access to:	<b>By end-2020</b> , CGIAR Entities will have access to:	<b>By end-2021:</b>
		<ul style="list-style-type: none"> <li>a. A CGIAR GDI Best Practice Toolkit for use during orientation</li> <li>b. A standard cross-System training for Senior managers on inclusive leadership</li> </ul>	<ul style="list-style-type: none"> <li>a. An online CGIAR training program for all levels of CGIAR Entity staff that can be accessed at HQ, regional and country offices shared tools and resources</li> <li>b. A template to enable data tracking on key GDI learning and development data points</li> </ul>	GDI report shares cross-System progress on GDI-related learning and development activities and their impact

Key Objectives	Best Practice Benchmarks	Targets		
<b>1.7 Retention, advancement and attrition are tracked with a GDI lens</b>	1.7.1 Average tenure in key diversity dimensions (gender, ethnicity, age, etc) is monitored and promotion and attrition data is segmented  1.7.2 Involuntary attrition in the different diversity dimensions is investigated through exit interview data	<b>By mid-2020</b> , CGIAR Entities have access to:	<b>By end 2020</b> , all CGIAR Entities will have:	<b>By end-2021:</b>
		CGIAR GDI Best Practice Toolkit for use by CGIAR Entities on exit interviews	a. A data collection process which tracks the average tenure, advancement /promotion and turnover in all diversity dimensions	A GDI report shares System-wide learnings on retention to support CGIAR Entities in future planning

## Principle 2: We commit to providing fair, safe and inclusive workplaces

### Focus Area: Fair, Safe and Inclusive workplaces

Key Objectives	Best Practice Benchmarks	Targets		
<b>2.1 Standards of conduct are clear, and in line with our shared values. A respectful culture is consciously developed</b>	<p>2.1.1 Policies reflect CGIAR values and state commitment to GDI which includes safeguarding, and zero-tolerance on interpersonal misconduct covering bullying, harassment, sexual harassment and sexual exploitation and abuse (SEA). These policies and approaches to ensure safeguarding are in line with the CGIAR Ethics Framework.</p> <p>2.1.2 GDI is mainstreamed into policies and processes in collaboration with HR COP</p> <p>2.1.3 Flexible working arrangements (both day-to-day and career flexibility) are widely available and their practice regularly monitored for emerging trends</p> <p>2.1.4 Support is provided to balance personal, family and professional commitments, with professional mentorship and support emphasised from recruitment onwards</p> <p>2.1.5 Global mobility conditions are established with a diversity lens</p>	By mid-2020:	By end-2020:	By end-2021:
		<ul style="list-style-type: none"> <li>a. CGIAR Code of Conduct developed that covers GDI, as part of the work to develop the CGIAR Ethics Framework</li> <li>b. Hotline shared across all CGIAR Entities</li> <li>c. Technology support for flexible work arrangements, and disabilities widely available</li> <li>d. Support for global mobility available</li> <li>e. The CGIAR system makes a commitment to LGBTQIA+ rights in the workplace in a manner that is culturally and contextually sensitive</li> </ul>	<ul style="list-style-type: none"> <li>a. Communications to support and reinforce policy</li> <li>b. The organizational culture is accepting of those who work flexible schedules</li> <li>c. An inclusive concept of family guides the determination of benefits and participation in Entity events, subject to the Entity delivering on its mission, objectives and business plan targets</li> </ul>	<ul style="list-style-type: none"> <li>a. Assessment of CGIAR culture on fairness, safety and inclusion measured at healthy level</li> <li>b. A comprehensive range of flexible benefits and services, including education, health, and counselling, is provided</li> <li>c. Based on research and assessment, benefits and services are regularly adapted to changing conditions</li> </ul>



## Principle 2: We commit to providing fair, safe and inclusive workplaces

### Focus Area: Fair, Safe and Inclusive workplaces

Key Objectives	Best Practice Benchmarks	Targets		
<b>2.2 Pay parity is monitored and addressed</b>	2.2.1 The organization maintains equitable compensation and job classification practices	<b>By mid-2020:</b>	<b>By end-2020:</b>	<b>By end-2021:</b>
		Pay parity in CGIAR Entities is reviewed	Pay parity has been analysed, and steps initiated to address unconscious biases	Pay parity has been fully addressed, and compensation systems have been modified to address unconscious biases

**Principle 3: We commit to raising gender equity, diversity and inclusion awareness and reducing bias, including unconscious bias, in the workplace**

Focus Area: GDI Architecture

Key Objectives	Best Practice Benchmarks	Targets		
		By mid-2020:	By end-2020:	By end-2021:
<b>3.1 GDI leadership and Community of Practice are in place</b>	3.1.1. A dedicated cross-System GDI Senior Advisor supports Entities in their GDI initiatives, through liaison with Entity GDI focal points.	GDI leader in place for CGIAR, together with CGIAR Entity-level GDI focal points	GDI community of practice is firmly established	CGIAR GDI architecture is firmly embedded in the system and is contributing significant results
	3.1.2. GDI focal points or equivalent at each CGIAR Entity, and GDI Champions in regional offices, have written terms of reference; specific funds are allocated to support their networking			
	3.1.3 Each CGIAR Entity is actively involved in cross-System GDI community of practice			

**Principle 3: We commit to raising gender equity, diversity and inclusion awareness and reducing bias, including unconscious bias, in the workplace**  
Focus Area: Leadership and GDI

Key Objectives	Best Practice Benchmarks	Targets		
<b>3.2 Leadership on workplace GDI is expected behavior for all staff, especially CGIAR senior staff and Board Members</b>	3.2.1 Senior staff and Board members across the System champion workplace GDI, acting as GDI advocates and role models. All staff are recognized and rewarded for advancing GDI in the workplace, including potentially through variable compensation	<b>By mid-2020:</b>	<b>By end-2020:</b>	<b>By end-2021:</b>
		GDI leadership with the support and resources necessary to advance GDI in the workplace is in place  Appropriate mechanisms to recognize and reward workplace GDI action and advocacy are established	A CGIAR best practice guidance note on leadership of GDI is available	CGIAR GDI System-wide award annual program is established and launched and the first CGIAR GDI awards are presented

**Principle 3: We commit to raising gender equity, diversity and inclusion awareness and reducing bias, including unconscious bias, in the workplace**

Focus Area: Knowledge, learning and communication

Key Objectives	Best Practice Benchmarks	Targets		
<b>3.3 GDI are integrated into cross-System learning and advances the organization's strategy</b>	<p>3.3.1 CGIAR GDI learning and education is an on-going, multi-year, developmental curriculum (linked to 1.6)</p> <p>3.3.2 Knowledge on gender diversity and inclusion is systematically documented and publicly shared through an online CGIAR GDI Knowledge Platform</p>	<b>By mid-2020:</b>	<b>By end-2020:</b>	<b>By end-2021:</b>
		<p>a. CGIAR Entities' review of current learning curriculum identifies a range of opportunities to integrate GDI into existing learning and build specific GDI courses, including on unconscious bias</p> <p>b. Format of CGIAR GDI Knowledge Platform established</p>	<p>a. A series of online and in person workshops have resulted in the collaborative development of important GDI products</p> <p>b. GDI-specific courses successfully launched</p> <p>c. GDI knowledge platform launched</p>	<p>a. CGIAR GDI courses well attended with positive feedback and positive impact</p> <p>b. CGIAR Knowledge Platform firmly established and actively used</p>
<b>3.4 GDI communication is frequent, ongoing, innovative, and contributes to an enhanced CGIAR reputation</b>	<p>3.4.1 GDI commitment and progress is an integral component of CGIAR's internal and external (public) information dissemination</p> <p>3.4.2 CGIAR Entity is actively involved in an inter-agency community of practice on gender equality and the empowerment of women in an intersectional manner.</p> <p>3.4.3. All internal and external GDI communication is available in multiple formats and languages</p>	<b>By mid-2020:</b>	<b>By end-2020:</b>	<b>By end-2021:</b>
		<p>a. CGIAR Entities plan for opportunities for inclusion of GDI in future communications</p> <p>b. Review of official communications for gender bias and other bias</p>	<p>a. CGIAR Entities include GDI focus in publications</p> <p>b. Diversity-inclusive language is mandated cross-System</p>	<p>Commitment to advancing GDI is evident in CGIAR public statements and CGIAR Entity publications</p>

## Principle 4: We commit to accountability on workplace gender equity, diversity and inclusion advancement

### Focus Area: GDI Strategy, Policy & Action

Key Objectives	Best Practice Benchmarks	Targets		
<b>4.1 GDI are firmly embedded into CGIAR Entities' strategy and planning</b>	<p>4.1.1 GDI strategy, policy and action plans are linked to the CGIAR Entity business plans</p> <p>4.1.2 Mechanisms are in place to ensure that accountability for delivery is in line with the approved GDI plans (manager compacts as part of performance management)</p> <p>4.1.3 Progress on the advancement of workplace GDI is included in CGIAR Entity's Annual Reports</p>	By mid-2020:	By end-2020:	By end-2021:
		<p>a. Each CGIAR Entity has a GDI strategy / action plan in place</p> <p>b. A context-appropriate mechanism that secures senior staff as active participants in delivery on the GDI strategy / action plan is in place</p>	<p>a. Published GDI progress in line with their GDI strategy / action plan</p> <p>b. In-house capacity built to contribute CGIAR Entity data to the online CGIAR GDI Scorecard</p>	The online CGIAR GDI Scorecard is fully operational, sharing data on key progress across the System



## Principle 4: We commit to accountability on workplace gender equity, diversity and inclusion advancement

### Focus Area: Diversity positive performance management

Key Objectives	Best Practice Benchmarks	Targets		
		By mid-2020:	By end-2020:	By end-2021:
<b>4.2 GDI are shared CGIAR values and staff competencies</b>	4.2.1 GDI is integrated into CGIAR Entity values and staff competencies. It is directly addressed in performance management processes, especially for individuals in decision making positions	Access to a CGIAR Best Practice Guidance Note on diversity positive Performance management	a. Standard System-wide training for managers on giving feedback and coaching in an inclusive and diversity positive manner	a. Integrated GDI into their core values, competencies and performance management processes in a manner appropriate to their local context b. Appropriately aligned approaches to those that emerge from the ongoing HR CoP work to develop a System-wide Code of Ethics and Conduct
<b>4.3 GDI are a standard component in CGIAR evaluation programs</b>	4.3.1 CGIAR evaluations consider UN Guidance on Integrating Human Rights and Gender Equality into Evaluations  4.3.2 CGIAR Entity performance on workplace GDI is appropriately evaluated annually	By mid-2020:	By end-2020:	By end-2021:
		a. Appropriate ways to incorporate UN Guidance on Integrating Human Rights and Gender Equality into Evaluations considered, in alignment with the ongoing System-wide work to establish a Gender Research Platform	Alignment with the <b>Gender Research Platform</b> , so that GDI in CGIAR workplaces and research is consistent	a. All CGIAR Entities have planned for an evaluation of their GDI approaches, to take place at least every five years

**Principle 4: We commit to accountability on workplace gender equity, diversity and inclusion advancement**

**Focus Area: Assurance through Audit with a GDI lens**

Key Objectives	Best Practice Benchmarks	Targets		
<b>4.4 Workplace GDI is a standard component of CGIAR audit programs</b>	4.4.1 Relevant workplace GDI findings are presented in internal audit reports	<b>By mid-2020:</b>	<b>By end-2020:</b>	<b>By end-2021:</b>
	4.4.2 Internal audit undertakes targeted workplace GDI audits every 3-5 years	GDI-related elements become part of internal audit programs of work	CGIAR Entity internal audit functions plan to undertake CGIAR Entity-level workplace GDI audits at least once every five years and baselines are established	GDI audit results are appropriately shared within the HR CoP to provide the basis for system-wide learning and future collaboration

## Principle 5: We commit to progressing in partnership

### Focus Area: Partnering for GDI Coherence

Key Objectives	Best Practice Benchmarks	Targets		
		By mid-2020:	By end 2020:	By end-2021:
<b>5.1 CGIAR Entities actively contribute to System-wide coordination mechanisms on GDI</b>	5.1.1. An active, collaborative cross-System CGIAR "GDI in the Workplace" community of practice exists (linked to Principle 3)	A CGIAR GDI Community of Practice (CoP) is convened and housed under the HR Community of Practice to leverage cross-System expertise	The first annual GDI COP meeting has taken place	a. CGIAR's first GDI in the workplace progress report is prepared b. The next phase of CGIAR GDI planning is underway
		Exploration of opportunities available for international GDI recognition	Opportunities available for international GDI recognition and CGIAR Entities pilot participation, e.g. Athena SWAN	Pilot programs have revealed lessons learned
<b>5.2 CGIAR Entities seek international recognition for GDI progress made</b>	5.2.1 Outreach to external, internationally recognized best practice partners results in CGIAR Entities benefiting from advice, support and eventually global recognition			

**Principle 5: We commit to progressing in partnership**  
**Focus Area: Supplier Diversity and Community Engagement**

Key Objectives	Best Practice Benchmarks	Targets	
<b>5.3 Procurement of goods and services is aligned with the diversity mandate</b>	5.3.1 CGIAR Entities promote and nurture a diverse supplier base and encourage suppliers to advocate for GDI  5.3.2 Supplier relationships are an integral part of GDI strategy	<b>By mid-2020:</b>	<b>By end-2021:</b>
		a. The organization is proactive in seeking and attracting underrepresented suppliers. This includes reviews of procurement policy and procedures to mainstream GDI, and establish a base line. b. The organization treats its suppliers with respect and dignity, including simplifying the process of working together	a. CGIAR Entity suppliers reflect the community's composition across key diversity dimensions, subject to the usual requirements for value for money in supplier selection, good management practices, tendering where appropriate, etc. b. CGIAR Entities collaborate with underrepresented suppliers to improve all aspects of supply management c. The supplier diversity function is fully aligned with the broad goals of GDI for the CGIAR Entity
<b>5.4 CGIAR Entities support scholarship and internship programs for underrepresented populations</b>	5.4.1 Recipients of scholarship and internship programs are leveraged as the CGIAR's potential future labour force	Planning for scholarship and internship programs are shared across CGIAR Entities and existing programs are leveraged and strengthened with a GDI lens	CGIAR Entities with a GDI lens begin scholarship and internship programs

## Principle 5: We commit to progressing in partnership

### Focus Area: GDI Measurement

Key Objectives	Best Practice Benchmarks	Targets	
<b>5.5 GDI measurement promotes accountability</b>	5.5.1 CGIAR Entity measurement and reporting mechanisms are in place and performance is regular reviewed (linked to Principle 4)	<b>By mid-2020:</b>	<b>By end-2021:</b>
		a. GDI measurement included as part of CGIAR Entities overall performance and publicly shared b. Progress on reaching GDI vision and targets is reported publicly and annually	a. CGIAR Entity demonstrates significant annual improvements in meeting GDI targets  b. GDI measurements are included as part of CGIAR Entity's overall performance, linked to strategy, tied to compensation, and publicly shared through the GDI Scorecard



## Appendix 1: Relevant Defined Terms

Certain terms and concepts used in this document are defined below to ensure their shared understanding across the System<sup>1</sup>. These definitions draw heavily on a number of sources<sup>i ii iii iv v vi</sup>.

**“access”** means the ability of a person or group to obtain needed resources and services.

**“attrition”** means the rate at which an organization loses its workforce (see “retention”).

**“bias”** means an attitude, habit, inclination or preference that interferes with impartial and objective judgment.

**“CGIAR Entity”** or **“CGIAR Entities”**, when used in this Framework and associated documents, refers to current and future CGIAR operating unit(s)<sup>2</sup>.

**“competencies”** means the skills, attributes and/or behaviors, or combination thereof, directly related to successful performance on the job.

**“disability”** means visible or non-visible differences in abilities, inclusive of sensory, cognitive, emotional, and physical issues. Disability covers a wide range of different physical, psycho-social, sensory and/or intellectual impairments which may or may not affect a person's ability to carry out their day to day activities, including their jobs.

**“discrimination”** means the act of differentiating between people or groups and engaging in prejudicial treatment based on their actual or perceived membership in a certain diversity category.

**“diversity”** means the fact or quality of being different; having a variety.

**“diversity demographics”** means measurable data in any diversity dimension.

**“diversity dimensions”** means “the variety of similarities and differences among people, including but not limited to: gender, gender identity, race, ethnicity, native or indigenous origin, age, generation, sexual orientation, culture, religion, belief system, marital status, parental status, socio-economic difference, appearance, language and accent, disability, mental health, education, geography, nationality, work style, work experience, job role and

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<sup>1</sup> These definitions can also be found in the CGIAR Glossary available at [to be added].

<sup>2</sup> As at the date of approval of this document, ‘CGIAR Entities’ include the CGIAR System Organization and individual CGIAR Centers, except where an alliance between Centers has been formed in which case ‘CGIAR Entity’ refers to the alliance. ‘CGIAR Entities’ exclude Funders.

function, staff position (covering hierarchy and national/international status), thinking style, and personality type.

**“employee resource groups” or “ERGs”** are groups of individuals within workplaces who join together in a network, based on shared characteristics or life experiences. ERGs provide support and contribute to a sense of belonging and inclusive workplaces.

**“enabling workplace”** means that the workplace is a welcoming, nurturing, safe and empowering environment, containing established rules, regulations, procedures and conditions that facilitate a sense of belonging and inclusion, thus enable work.

**“equality”** means treating all people the same, fairly. Ensuring equal opportunities.

**“equity”** means treating people fairly based on their needs.

**“ethnicity”** means a category of people who identify with each other, usually on the basis of a presumed common genealogy or ancestry or on similarities such as common language or dialect, history, society, culture or nation.

**“gender”** means a socially constructed system of classification that ascribes certain qualities of masculinity and femininity to people.

**“gender identity”** means one's sense of one's own gender, which is part of their overall identity. A person's internal, deeply-felt sense of being male, female, or something other or in-between, regardless of the sex they were assigned at birth.

**“harassment”** means belittling or threatening behavior directed at an individual worker or a group of workers. Workplace harassment is also known by many other names including "mobbing", "workplace bullying", "workplace mistreatment", "workplace aggression", "workplace molestation" and "workplace abuse". These are all either synonymous or belong to the category of workplace harassment. Harassment can be emotional, physical or both.

**“inclusion”** means a dynamic state of operating in which diversity is leveraged to create a welcoming, fair, healthy, and high-performing organization or community.

**“nationality”** means the status of belonging to a particular nation; an ethnic group forming part of one or more political nations.

**“pay parity”** means paying women and men the same gross rates for work of equal value in the relevant employment market; and having equal rights in the workplace (see “equity”).

**“performance management”** means a set of activities that ensure goals are met in an effective and efficient manner. Performance management can focus on the performance of

an organization, a department/business unit, a workforce member, or the processes in place to manage particular tasks.

**“race”** means groups of people who have differences and similarities in biological traits deemed by society to be socially significant, meaning that some people treat other people differently because of them.

**“retention”** means the ability (or rate) of an organization to retain its workforce and their talents.

**“sexual exploitation and abuse”** or **“SEA”** means unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

- Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment;
- Submission to or rejection of such conduct by an individual is used as a basis for employment decisions affecting such individual; or
- Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment

**“sexual orientation”** means a person's physical, romantic and/or emotional attraction towards other people. An individual's sexual orientation is part of their identity.

**“sexual harassment”** means any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. Sexual harassment may occur in the workplace or in connection with work. While typically involving a pattern of conduct, sexual harassment may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.

**“supplier diversity”** means a program that encourages organizations to purchase goods or services from businesses owned by individuals who are historically marginalized or underrepresented in that jurisdiction, such as racial minorities, women, Aboriginal/Indigenous people, and persons with disabilities.

**“talent management”** means the process of nurturing, developing and retaining talent in the organization”

**“unconscious bias”** means the beliefs, attitudes and habits we carry around without awareness or conscious direction that usually are not objective.

**“underrepresented group”** means a group defined by a common physical trait, belief or other distinctive characteristics that are few in number in CGIAR's workplaces and that have previously had minimal access to power and/or little or no influence on decisions that affect them.

**“values”** means shared principles that underpin the work of an organization and guide the actions of its workforce.

**“workforce”** means individuals who have a contractual relationship with a CGIAR Entity, such as members of regular staff cadres, members of non-regular special assignments categories, holders of short-term contracts, holders of job-contracts, learner-participants and third-party contractors; regardless of their position, type of employment, or duty station.

**“workforce engagement”** means a workforce member's involvement with, commitment to, and satisfaction with work.

**“workplace”** means the locations within a CGIAR Entity at which workforce members complete duties.

## Resource Library

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<sup>i</sup> [https://www.wsba.org/docs/default-source/wsba-wide-documents/diversity-dictionary.pdf?sfvrsn=e3ba3bf1\\_2](https://www.wsba.org/docs/default-source/wsba-wide-documents/diversity-dictionary.pdf?sfvrsn=e3ba3bf1_2)

<sup>ii</sup> The Center for Global Inclusion, *Global Diversity & Inclusion Benchmarks: Standards for Organizations Around the World*, O'Mara, J. and Richter, A., 2017

<sup>iii</sup> <https://unfe.org>

<sup>iv</sup> [https://www.who.int/about/ethics/sexual-exploitation\\_abuse-prevention\\_response\\_policy.pdf](https://www.who.int/about/ethics/sexual-exploitation_abuse-prevention_response_policy.pdf)

<sup>v</sup> <https://www.un.org/womenwatch/osagi/pdf/whatisssh.pdf>

<sup>vi</sup> [https://www.cipd.co.uk/Images/diversity-and-inclusion-at-work\\_2018-summary\\_tcm18-44150.pdf](https://www.cipd.co.uk/Images/diversity-and-inclusion-at-work_2018-summary_tcm18-44150.pdf)